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ABSTRACT

A study was conducted to provide information on which to base alternative plans for an interim tenure policy for the University of the District of Columbia for the academic year 1978-79. Data were collected on 661 full-time, permanent faculty employed by the university. The data included sex, age, faculty rank, highest degree completed, annual salary and benefits, and tenure status. In addition, resolutions that had governed the tenure of faculty at the predecessor institutions (Federal City College, District of Columbia Teachers College, and Washington Technical Institute) were examined. Three alternative plans were proposed. Main elements of each plan were: (1) a three-year probation period, mandatory retirement at age 65, and voluntary retirement at age 60; (2) a three-year probationary period; and (3) an extended probationary period of from three to six years. The third plan was recommended. Statistical data and a bibliography are included. (Author/SW)

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Alternative Plans for an Interim Tenure Policy, UDC, Fall 1978

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Contents

Introduction 1

Analytical Approach 3

Conclusion 15

Illustrations

Tables

1. Selected Characteristics of Tenure Eligibles by Campus, UDC, Spring 1977-78 10

2. Tenure Eligible Faculty by Campus Based on Plan A Criteria, UDC, Spring 1977-78 12

3. Tenure Eligible Faculty by Campus Based on Plan B Criteria UDC, Spring 1977-78 12

4. Tenure Eligible Faculty by Campus Based on Plan C Criteria, UDC, Spring 1977-78 13

5. Permanent Full-Time Faculty by Tenure Status Estimated Based on Plans A, B, and C, Fall 1978-79 14

Charts

A. Summary of Criteria for Tenure and Retirement Applied by Predecessor Colleges of UDC 5

B. Proposed Revised Criteria for Tenure Eligibility of UDC Faculty, 1978-79 .. 6

C. Simulation Model Applying Tenure Criteria and Assumptions of Plan B to Estimate Yearly Tenure Pool 8

D. Simulation Model Applying Tenure Criteria and Assumptions of Plan C to Estimate Yearly Tenure Pool 9

Appendices

A. Statistical Tables 16

B. Definition of Terms 32

Alternative Plans for an Interim[1] Tenure Policy,
UDC, Fall 1978

Introduction

The Office of the President requested the Office of Institutional Research on February 1, 1978 to provide some basic information on the general characteristics of UDC faculty. Since the consolidation of academic programs was in progress, the issue on the tenure status of faculty from predecessor institutions was raised.

During that time, the computerized faculty file from each campus were incomplete for this purpose. Thus, OIR decided to update files on each campus.[2] The cooperative efforts of the Personnel Office, Computer Center and the D.C. Payroll Office were instrumental in evolving the files. OIR decided that the D.C. Payroll faculty record was most useful for examining the full-time permanent faculty[3] who were actually teaching during the Spring 1977-78 term.

The record consists of 661 full-time and permanent faculty employed at the 3 campuses on February 14, 1978. Data compiled on each faculty were sex, age, faculty rank, highest degree completed, annual salary and benefits, as well as tenure status. Information extracted from the D.C. Payroll computerized file were updated and validated by OIR staff with the Personnel Office, Academic Affairs Offices in each campus, and in some cases with the academic departments. Resolutions pertaining to personnel actions of the D.C. Board of Higher Education and the WTI Board of Trustees were obtained for validating the tenure status.

In a period when institutions across the country continue to debate on the merits and limitations of the tenure policy and in view of the formulation of personnel policies for the new university, it was imperative to undertake this study.

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[1]Refers to academic year 1978-79 only.

[2]It was necessary to maintain the schools or divisions at each campus because of differences in codes used.

[3]See appendix for definition of terms.

Literature published in the 70's on tenure highlight the concern over the various aspects of the system. The main issues raised are:

First, the debate on the efficiency of techniques used in evaluating faculty performance in their main responsibilities of teaching, research and publication as well as public service.

Second, the long-range effects of heavily tenured faculty which might affect the capability of an institution in replenishing its teaching force with recent graduates, women and ethnic minorities. Staff planning goes hand in hand with this problem, so that retirements could be synchronized with replacements. This factor is especially critical in view of the new legislation that extends the minimum mandatory retirement age from 65 to 70 years.

Third, delineating the rationale of tenure with emphasis on long-term intellectual investment that should encourage growth and change in an environment of academic freedom vis-a-vis the simple job security, practiced in the business world.

Fourth, the current financial exigency educational institutions are experiencing seems to be complicated by declining enrollments in higher education as well as the changing manpower needs of the labor market.

Fifth, flexibility of an institution in developing academic programs that would be responsive to the interest of students and to labor market needs which should redirect the use of limited resources.

Because of the changing climate in academics during the past decade, the propensity to examine and modify the criteria for tenure eligibility was noted for all types of institutions. As a whole, those in favor believe that its function is to promote professional excellence and continuing service to an institution until the faculty member retires. Conscientious objectors to tenure, on the other hand, claim that it restricts career mobility and instructional flexibility. Critics also feel that the job security attached to tenure tend to result in over-specialization rather than growth and innovation. Hence, critics have conducted studies that examined possible alternatives in maintaining high quality faculty

members. Some studies proposed a new set of criteria for acquiring tenure and the feasibility of utilizing unions and collective bargaining agreements in educational institutions.

Within the context of nationwide reactions to the tenure policy and the task of developing UDC into a great university, an attempt should be made to stabilize an ideal mixture of faculty to implement UDC's mission. Towards this objective, three alternative plans are proposed so that a temporary device to assist administrators in retaining UDC top scholars could be expedited. It is suggested for the academic year 1978-79 while the UDC tenure policy is being revised by the Committee on "Appointments, Promotion and Retention of Faculty", that one of the proposed plans be adopted.

Analytical Approach

The computerized file of full-time faculty for each campus indicated that almost 32% are tenured. This proportion[1] seems quite low when compared to public institutions in other states and total U.S. (57%). Most of the tenured are affiliated with Van Ness (VNC-56%) and Georgia/Harvard (GHC-74%) campuses. The imbalance between campuses suggests that the crucial point on the absence of a tenure policy at Mt. Vernon (MVC) has to be resolved.

UDC Permanent Faculty, Spring 77-78[2]

Campus	Tenured		Non-Tenured		UDC Total	
	#	%	#	%	#	%
Mt. Vernon	13	3.7	339	96.3	352	100.0
Van Ness	100	55.6	80	44.4	180	100.0
Georgia/Harvard	96	74.4	33	25.6	129	100.0
UDC Total	209	31.6	452	68.4	661	100.0

[1]The Chronicle of Higher Education, "Professors with Tenure, 1977-78", May 8, 1978, p. 15.

[2]See Tables A-1 through A-3 for the detailed distribution of tenured and non-tenured faculty for each school/division on each campus.

Board Resolutions were used as the basis for Chart A. The criteria applied by VNC and GHC in granting tenure prior to consolidation are summarized in this chart. Information showed that both campuses required the full-time faculty status for the same length of probation period. However, they differed in their policy concerning rank at which one is eligible and in terms of the level and extent of endorsement of a Committee on Tenure.

Three plans are proposed in this paper. The guidelines for each plan are as follows:

- Plan A - implements the criteria of tenure and retirement policies used at VNC and GHC (see chart A).
- Plan B - proposes a 3-year probationary period plus other tenure and retirement criteria as well as assumptions listed in Chart B.
- Plan C - extends the probationary period to 6 years plus other tenure and retirement criteria as well as assumptions defined in Chart B.

All plans were developed on the basic assumption that during the academic year 1978-79 a concerted effort will be employed to rectify the absence of a tenure policy at Mt. Vernon Campus prior to consolidation. Any further delay on this issue might be equivalent to an undeclared tenure freeze. The feasibility of these plans has been simulated with the faculty data collected. Specific characteristics of eligible faculty on each campus are exhibited in Table 1.

The plans differ primarily on the length of probationary period proposed. Employing the more liberal criteria of the existing tenure policy at GHC on all campuses, results in about 80% (360 faculty) of the non-tenured to be eligible under Plans A and B with a lower proportion of 49% (220 people) derived from Plan C. See Table 2 for the specific figures on each campus. Since Plan A enacts the criteria of existing tenure policies, only an illustration on the interaction of factors proposed under the new Plans B and C are graphically depicted in Charts C and D.

Applying the criteria and assumptions outlined for Plan B (implementation of 3-year probationary period), resulted in the identification of 140 eligibles. The

Chart A

Summary of Criteria for Tenure and Retirement Applied by Predecessor Colleges of UDC

Mt. Vernon	Van Ness	Georgia/Harvard
No Tenure Policy for FCC	A. Tenure: 1. Full-time faculty 2. Period of probation - 3 full-time, consecutive years service. 3. Permanent faculty at the rank of professor, associate professor or assistant professor. B. Retirement: 1. Mandatory retirement at age 65 years and voluntary retirement at age 60 years.	A. Tenure: 1. Full-time faculty 2. Period of probation - 3 years served 3. Regular academic appointment at the rank of professor, associate professor, assistant professor instructor or lecturer. 4. Based on recommendation of a Committee on Tenure. B. Retirement: 1. Mandatory retirement at age 65 years and voluntary retirement at age 60 years.
D.C. The Board of Higher Education has not passed any tenure policy other than the BdE Resolution #8 February 14, 1968 which appears to have not been implemented after 1970.	Source: Policies Washington Technical Institute by the Board of Trustees, WTI, 1968.	Source: Board of Higher Education Resolution #72-4, DCTC, November 26, 1973.

IR/6.28.77

Chart B

Proposed Revised Criteria for Tenure Eligibility of UDC Faculty, 1978 - 79

Plan B	Plan C
A. Tenure Criteria:	A. Tenure Criteria:
1. Full-time, permanent faculty	1. Full-time, permanent faculty.
2. Period of probation - 3 full-time consecutive years service at UDC.	2. Increased from 3 to 6 full-time consecutive years[a] at UDC with tenure reviews conducted every 3 years.
3. No credit given to services rendered in other schools.	3. No credit given to services rendered in other schools.
4. Length of contract during probationary period - 1 year.	4. Increased from 1 year to 2 years after 3rd year of continuous service (second-half of probationary period).
5. Terminal degree completed includes doctoral programs only.	5. Includes doctoral and masters for those 65 years of age and over, to encourage early retirement.
6. Faculty rank to include professors and associate professors only.	6. Faculty rank to include professors and associate professors only.
	7. Terminal degrees and faculty rank maybe lowered because of the unavailability of specialist in selected disciplines (applicable to exceptional shortage only).
	8. Academic workload by department (enrollment trends and student-faculty ratios).
B. Retirement Criteria	B. Retirement Criteria
1. Mandatory retirement at age 65 years and voluntary retirement at age 60 years.	1. Mandatory retirement at age 70 years and voluntary retirement at age 65 years.

OIR/7.13.78

Chart B

Proposed Revised Criteria for Tenure Eligibility of UDC Faculty, 1978-79 (Continued)

Plan A

C. Assumptions

1. That full-time service rendered in predecessor institutions be credited at UDC.
2. That the period of probation (3 full-time consecutive years service) used by VNC and GHC will be extended to all UDC faculty, to compensate for the undeclared tenure freeze at MVC.
3. That no faculty be kept on probation for more than 7 years as recommended by AAUP.[b]
4. That a Committee on Tenure will be organized to develop and implement a tenure system.
5. No numerical limit has been formally announced.
6. No drastic changes in current academic program emphasis.
7. Contracts of the eligibles were renewed.
8. Tenure granted only on basis of evidence of competence and institutional advantage.

Plan B

C. Assumptions

1. That full-time service rendered in predecessor institutions be credited at UDC.
2. That the period of probation (3 full-time consecutive years service) used by VNC and GHC will be extended to all UDC faculty, to compensate for the undeclared tenure freeze at MVC.
3. That no faculty be kept on probation for more than 7 years as recommended by AAUP.[b]
4. That a Committee on Tenure will be organized to develop and implement a tenure system.
5. No numerical limit has been formally announced.
6. Stable number of positions available.
7. Tenure freeze not advisable.
8. Effort to attract and maintain women and minorities.
9. Encourage early retirement at age 65 years.
10. Ad hoc study to determine which disciplines are in demand in Washington Metropolitan Area.
11. No drastic changes in academic program emphasis.
12. Contracts of the eligibles were renewed.
13. Tenure granted only on basis of evidence of competence and institutional advantage.

[a]William R. Keast, "The Commission on Academic Tenure in Higher Education: A Review of the Report" Paper presented at annual meeting of Association of American Colleges, January 15, 1973, p.4.

[b]AAUP Bulletin, "1976 Recommended Institutional Regulations on Academic Freedom and Tenure," Summer 1976, p. 185.

Chart C

Simulation Model Applying Tenure Criteria and Assumptions
of Plan B to Estimate Yearly Tenure Pool

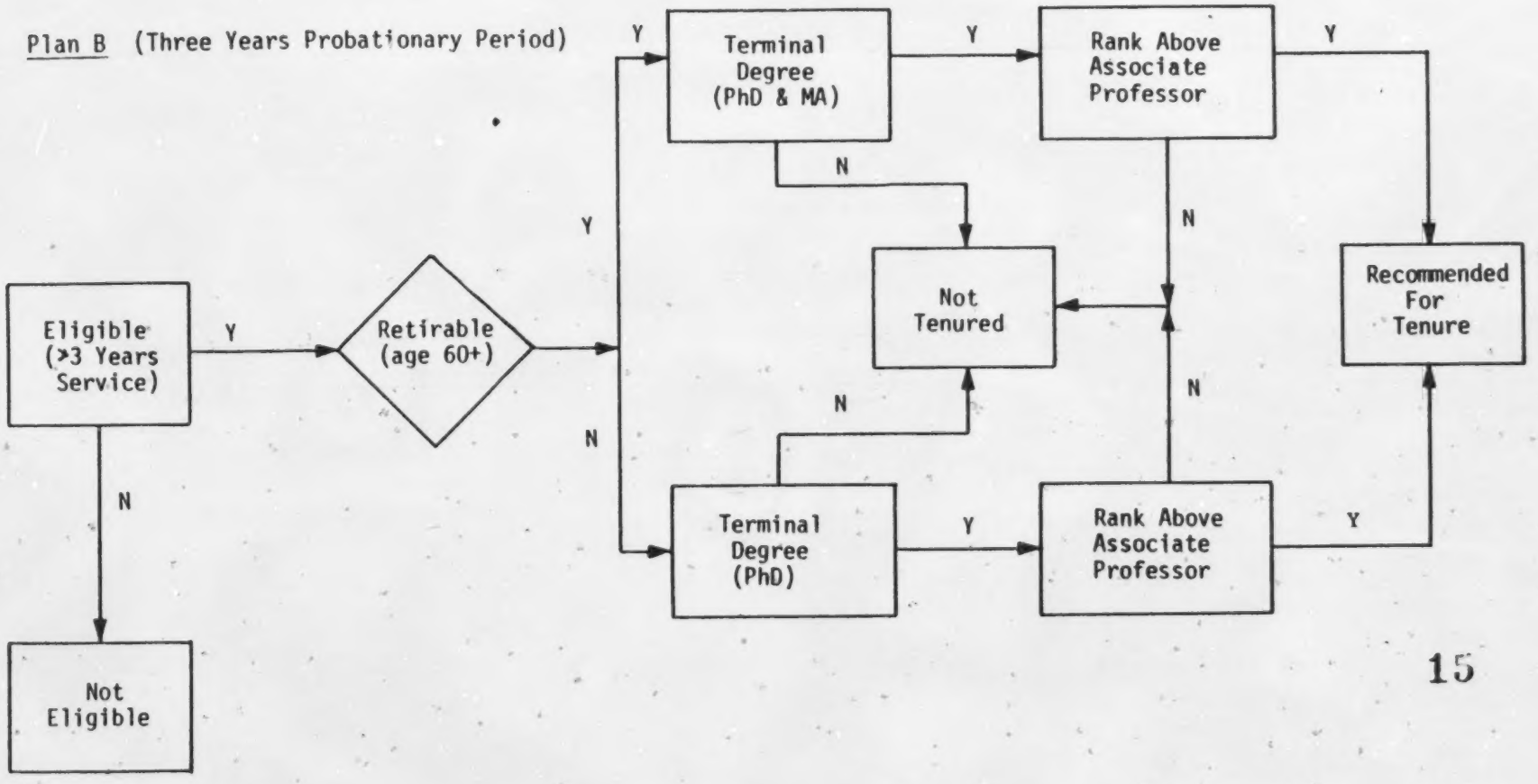
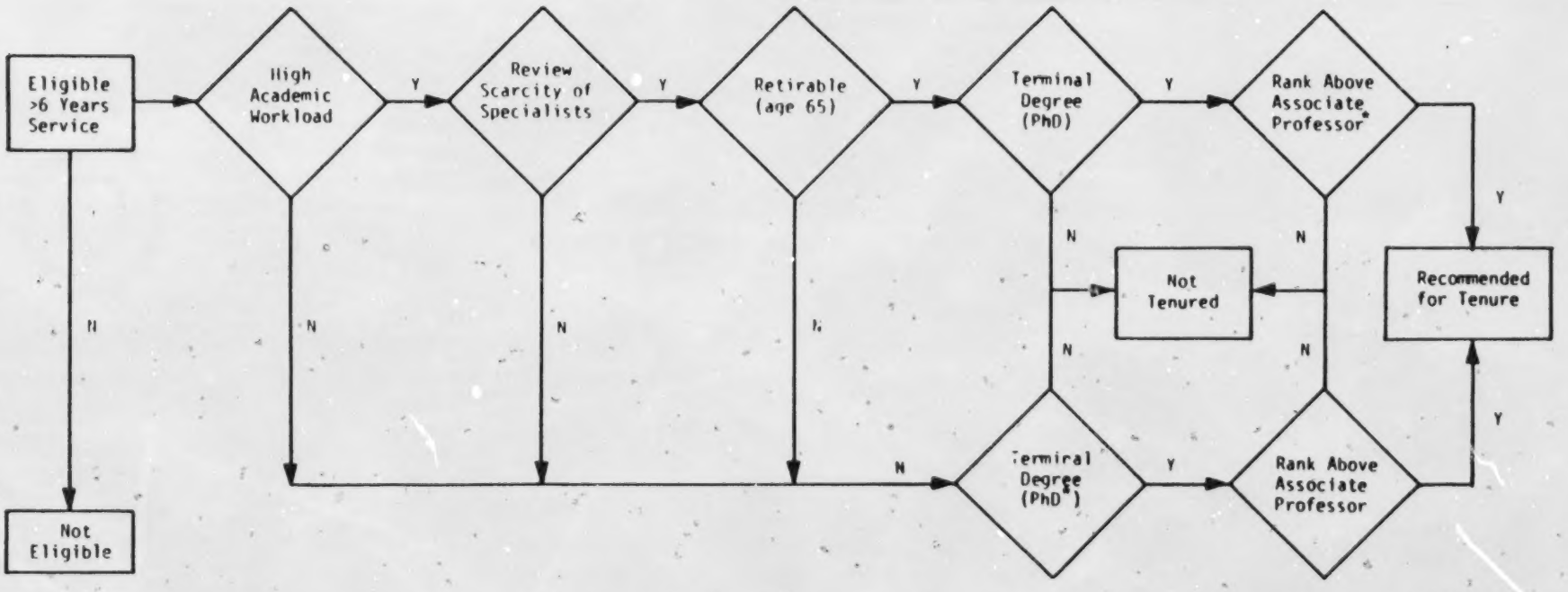


Chart D

Simulation Model Applying Tenure Criteria and Assumptions of Plan C to Estimate Yearly Tenure Pool

Plan C (Six Years Probationary Period)



*Terminal degrees and faculty rank maybe lowered based on an ad hoc study on the shortage of faculty on the various academic disciplines.

Table 1

Selected Characteristics of Tenure Eligibles by Campus, UDC, Spring 77 - 78

Selected Characteristics	Campus			UDC Total
	Mt. Vernon	Van Ness	Georgia/Harvard	
1. Years of Service				
10 +	1	-	1	2
6 - 10	197	9	12	218
3 - 5	80	43	13	136
Unknown	3	-	1	4
Subtotal	281	52	27	360
2. Years to Retirement				
0	9	-	-	9
1 - 5	5	4	-	9
6 - 10	13	3	5	21
11 +	254	45	22	321
Subtotal	281	52	27	360
3. Highest Degree Completed				
Ph. D.	129	14	10	153
M.A or below	152	38	17	207
Subtotal	281	52	27	360
4. Faculty Rank				
Associate Professor & Above	168	32	12	212
Assistant Professor & Below	113	20	15	148
Subtotal	281	52	27	360
5. Annual Compensation				
Below $20,000	26	12	8	46
20,000 -28,999	186	30	16	232
29,000 & Over	69	10	3	82
Subtotal	281	52	27	360
Median	$25,715	20,000	24,071	$25,413

number of tenure eligible faculty satisfying the criteria of Plan B are presented on each campus in Table 3. Obviously, the majority (84%) of the eligibles are affiliated with the Mt. Vernon campus. Using the more stringent criteria in Plan C (lengthening the probationary period to six years), qualifies a smaller group of 104 faculty only. The specific numbers of people qualifying under Plan C on each campus are displayed in Table 4. However, one should note that the estimates on Table 4 have not reflected such factors as academic workload and scarcity of specialists in selected disciplines. As expected, this aspect presupposes the availability of data from ad hoc studies.

Another aspect that might be added to the simulation models in the near future are the effects of promotion criteria (i.e., number of years in teaching, mean years in completing a doctoral degree); the cost savings from the replacement of retirees with younger professionals and the consolidation of departments/divisions among the 3 campuses starting Fall 1978-79. Sensitivity of the proposed plans to such factors should be simulated in the models as soon as the faculty file is updated and as the results of ad hoc studies become available. The model could become a planning tool for estimating the total cost of services provided by full-time academic personnel.

Table 5 summarizes the impact of differential criteria postulated in the three plans. If Plan A were implemented, the proportion of tenured faculty during the academic year 1978-79 would be increased from 32% to 86%. Results of this magnitude requires a sudden adjustment to a heavily tenured faculty which appears to be quite impractical for a developing university like UDC. A simulation of the criteria stipulated in Plan B suggests that the growth of tenured faculty would be from 32% to 53%. If, Plan C were employed instead, the proportion would only grow from 32% to 47%. The proportions derived from the modified plans (B and C) remain relatively lower than the 57% reported by the Chronicle of Higher Education on U.S. public institutions. The same table[3] also documents the finding that the ranking of campuses

[3]A list of the specific names of faculty from each campus under each plan can readily be identified from the computer file.

Table 2

Tenure Eligible Faculty by Campus Based on Plan A Criteria,
UDC, Spring 77 - 78

Plan A Eligibility Criteria Satisfied	C A M P U S			UDC Total
	Mt. Vernon	Van Ness	Georgia/Harvard	
Full-time Service 3 years or more	281	52	27	360
Subtotal	281	52	27	360

Table 3

Tenure Eligible Faculty by Campus Based on Plan B Criteria,
UDC, Spring 77 - 78

Plan A Eligibility Criteria Satisfied	C A M P U S			UDC Total
	Mt. Vernon	Van Ness	Georgia/Harvard	
A. Full-time Service 3 years or more	281	52	27	360
Subtotal	281	52	27	360
B. Faculty Review Recommended				
1. Retirable in 5 years (age 60 years and over, with PhD and MA, with Professor or Associate Professor's rank)	13	1	-	14
2. Not retirable in 5 years, with PhD's and Associate Professor or Professor's rank)	105	12	9	126
Subtotal	118	13	9	140

Table 4

Tenure Eligible Faculty by Campus Based on Plan C Criteria,
UDC, Spring 77-78

Plan C Eligibility Criteria Satisfied	CAMPUS			UDC Total
	Mt. Vernon	Van Ness	Georgia/Harvard	
A. Full-time Service 6 years or more	198	9	13	220
Subtotal	198	9	13	220
B. Faculty Review Recommended				
1. Retirable after 5 years (age 65 or more, with PhD or MA, with a Professor or Associate Professor's rank)	8	-	-	8
2. Not retirable in 5 years (age below 65, with PhD's, with a Professor or Associate Professor's rank)	87	3	6	96
Subtotal	95	3	6	104

Table 5

Permanent Full-Time Faculty by Tenure Status Estimated Based On Plans A, B, and C, Fall 78-79

Campus	Tenure Status				UDC	Total
	Tenured		Non-Tenured			
	#	%	#	%	#	%
Based on Plan A						
Mt. Vernon	294	83.5	58	16.5	352	100.0
Van Ness	152	84.4	28	15.6	180	100.0
Georgia/Harvard	123	95.3	6	4.7	129	100.0
UDC Total	569	86.1	92	13.9	661	100.0
Based on Plan B						
Mt. Vernon	131	37.2	221	62.8	352	100.0
Van Ness	113	62.8	67	37.2	180	100.0
Georgia/Harvard	105	81.4	24	18.6	129	100.0
UDC Total	349	52.8	312	47.2	661	100.0
Based on Plan C						
Mt. Vernon	108	30.7	244	69.3	352	100.0
Van Ness	103	57.2	77	42.8	180	100.0
Georgia/Harvard	102	79.1	27	20.9	129	100.0
UDC Total	313	47.4	348	52.6	661	100.0

in terms of the percentage of tenured faculty under the three plans would still be maintained from previous years. The top rank being the Georgia/Harvard campus followed by Van Ness, while the lowest rank is Mt. Vernon.

Percent Tenured Faculty, Fall 78-79

Campus	Rank	Plan A	Plan B	Plan C
Georgia/Harvard	1	95	81	79
Van Ness	2	84	63	57
Mt. Vernon	3	84	37	31

Selected characteristics such as sex, faculty rank, highest degree completed, faculty compensation and expected number of years before retirement for UDC faculty by tenure status (i.e., tenured, tenure-eligible and non-eligible) on each campus are presented as Tables A-1 through E-3 in the appendix. A section on the definition of terms used in the study is likewise a part of the appendix.

Conclusions

It is reiterated that the proposed scheme was meant to be an emergency device for the incoming academic year 1978-79 in order to help retain the high qualified scholars of predecessor institutions. In light of all issues examined, Plan C appears to be the most plausible strategy for implementation, especially within the context of UDC's consolidation of academic programs and the fact that tenure awarded is normally irrevocable. For subsequent years, it is suggested that strategies formulated should simulate the probable significance of other factors such as sex, race, tenure quotas, financial exigencies, planned staff development, unionization of faculty and collective bargaining, contract systems without tenure, discontinuance of programs or departments, as well as the warranty of institutional flexibility in responding to student interests and needs.

APPENDICES

A. STATISTICAL TABLES

B. DEFINITION OF TERMS

Table A-1 Full-Time Permanent Faculty by School Affiliation, Tenure Status and Sex, Mt. Vernon Campus, Spring 77-78

A. MT. VERNON CAMPUS	TENURED				NON-TENURED						TOTAL							
SCHOOLS	M		F		M		F		UNKNOWN		M		F		UNKNOWN		BOTH SEXES	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Business & Computer Science	3	27.3	1	50.0	32	15.9	16	12.0	-	-	35	16.5	17	12.5	-	-	52	14.8
Liberal & Fine Arts	5	45.4	-	-	70	34.8	53	39.6	2	50.0	75	35.4	53	39.0	2	50.0	130	36.9
Natural & Applied Science	3	27.3	1	50.0	58	28.9	39	29.1	2	50.0	61	28.8	40	29.4	2	50.0	103	29.2
Education	-	-	-	-	38	18.9	18	13.4	-	-	38	17.9	18	13.3	-	-	56	15.9
Continuing Education	-	-	-	-	2	1.0	1	0.7	-	-	2	0.9	1	0.7	-	-	3	0.9
Graduate Programs	-	-	-	-	-	-	1	0.7	-	-	-	-	1	0.7	-	-	1	0.3
Other[a]	-	-	-	-	1	0.5	6	4.5	-	-	1	0.5	6	4.4	-	-	7	2.0
Total	11	100.0	2	100.0	201	100.0	134	100.0	4	100.0	212	100.0	136	100.0	4	100.0	352	100.0

[a]Faculty paid from grant funds based on D.C. Payroll codes and could not be associated with any of the Academic disciplines.

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

Table A-2 Full-Time Permanent Faculty by Division Affiliation, Tenure Status and Sex, Van Ness Campus, Spring 77-78

B. VAN NESS CAMPUS	TENURED				NON-TENURED						TOTAL							
DIVISIONS	M		F		M		F		UNKNOWN		M		F		UNKNOWN		BOTH SEXES	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Engineering and Applied Science	40	52.0	2	8.7	13	34.2	3	12.5	1	5.6	53	46.1	5	10.6	1	5.6	59	32.8
Computer Science	2	2.6	1	4.3	1	2.6	2	8.3	1	5.6	3	2.6	3	6.4	1	5.6	7	3.9
Allied Health Science	7	9.1	11	47.9	9	23.7	9	37.6	-	-	16	13.9	20	42.5	-	-	36	20.0
Natural Resources	4	5.2	1	4.3	1	2.6	1	4.1	2	11.1	5	4.3	2	4.3	2	11.1	9	5.0
Business and Public Administration	13	17.4	2	8.7	8	21.1	4	16.7	-	-	21	18.3	6	12.8	-	-	27	15.0
Humanities	10	12.0	5	21.8	3	7.9	5	20.8	2	11.1	13	11.3	10	21.3	2	11.1	25	13.9
Instructional Resources	1	1.3	1	4.3	2	5.3	-	-	6	33.3	3	2.6	1	2.1	6	33.3	10	5.5
Cooperative Education	-	-	-	-	1	2.6	-	--	6	33.3	1	0.9	-	-	6	33.3	7	3.9
Total	77	100.0	23	100.0	38	100.0	24	100.0	18	100.0	115	100.0	47	100.0	18	100.0	180	100.0

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

Table A-3 Full-Time Permanent Faculty by Division Affiliation, Tenure Status and Sex, Georgia/Harvard Campus, Spring 77-78

C. GEORGIA/HARVARD CAMPUS	TENURED				NON-TENURED				TOTAL					
	M		F		M		F		M		F		BOTH SEXES	
DIVISIONS	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Business and Economics	2	3.8	2	4.3	1	6.7	1	5.6	3	4.6	3	4.7	6	4.7
English and Speech	5	9.6	11	24.0	1	6.7	1	5.6	6	9.2	12	18.8	18	13.9
Foreign Language	7	13.5	6	13.1	-	-	1	5.5	7	10.8	7	10.9	14	10.9
Fine Arts	4	7.7	3	6.5	-	-	-	-	4	6.2	3	4.7	7	5.4
Social Science	10	19.3	2	4.3	-	-	-	-	10	15.4	2	3.1	12	9.3
Science	4	7.7	2	4.3	1	6.7	-	--	5	7.7	2	3.1	7	5.4
Mathematics	5	9.6	2	4.3	1	6.6	-	-	6	9.2	2	3.1	8	6.2
Education and Psychology	10	19.2	14	30.5	9	60.0	15	83.3	19	29.2	29	45.3	48	37.2
Physical Health and Recreation	5	9.6	4	8.7	2	13.3	-	-	5	7.7	4	6.3	9	7.0
Total	50	100.0	46	100.0	15	100.0	18	100.0	65	100.0	64	100.0	129	100.0

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

Table B-1 Permanent Full-Time Faculty by Academic Affiliation, Tenure Eligibility, Highest Degree Completed, Mt. Vernon Campus, UDC, Spring 77-78

SCHOOLS	Total	Tenured	Tenure Eligibles						Total #	Non-Eligibles						Total #
			Highest Degree Completed							Highest Degree Completed						
			Ph.D.	M.A.	B.A.	A.A.	Cert.	Unk.		Ph.D.	M.A.	B.A.	A.A.	Cert.	Unk.	
Bus. & Comp. Sc.	52	4	21	21	1	-	-	-	43	-	4	1	-	-	-	5
Lib. & Fine Arts	130	5	41	56	3	-	1	2	101	5	9	3	-	-	-	17
Nat. & Applied Sc.	103	4	36	36	6	-	-	-	78	5	10	3	-	-	-	18
Education	56	-	29	25	-	-	-	-	54	-	2	-	-	-	-	2
Cont. Education	3	-	1	-	-	-	-	1	2	-	-	-	-	-	-	-
Graduate	1	-	1	-	-	-	-	-	1	-	-	-	-	-	-	-
Other[a]	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	352	13	129	138	10	-	1	3	281	10	25	7	-	-	16	58

[a]Faculty paid from grant funds based on D.C. Payroll codes and could not be associated with any of the Academic disciplines.

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/4.28.78

Table B-2 Permanent Full-Time Faculty by Academic Affiliation, Tenure Status and Highest Degree Completed, Van Ness Campus, UDC, Spring 77-78

DIVISIONS	Total #	Tenured #	Tenure Eligibles: Highest Degree Completed Ph.D.	M.A.	B.A.	A.A.	Cert.	Unk.	Total #	Non-Eligibles: Highest Degree Completed Ph.D.	M.A.	B.A.	A.A.	Cert.	Unk.	Tot #
Eng'g. & Applied Sc.	59	42	5	4	3	-	-	-	12	1	3	-	-	-	1	5
Computer Science	7	3	-	3	-	-	-	-	3	-	-	-	-	-	1	1
Allied Health Science	36	18	2	7	4	1	1	-	15	-	-	2	-	1	-	3
Natural Resources	9	5	2	-	-	-	-	-	2	-	-	-	-	-	2	2
Business & Public Adm.	27	15	2	6	4	-	-	-	12	-	-	-	-	-	-	-
Humanities	25	15	3	2	-	-	-	-	5	-	3	1	-	-	1	5
Instr. Resources	10	2	-	2	-	-	-	-	2	-	-	-	-	-	6	6
Cooperative Education	7	-	-	1	-	-	-	-	1	-	-	-	-	-	6	6
Total	180	100	14	25	11	1	1	-	52	1	6	3	-	1	17	28

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

Table B-3 Permanent Full-Time Faculty by Academic Affiliation, Tenure Status and Highest Grade Completed, Georgia/Harvard Campus, UDC, Spring 77-78

DIVISIONS	Total #	Tenured #	Tenure Eligibles						Total #	Non-Eligibles						Total #
			Highest Degree Completed							Highest Degree Completed						
			Ph.D.	M.A.	B.A.	A.A.	Cert.	Unk.		Ph.D.	M.A.	B.A.	A.A.	Cert.	Unk.	
Business Econ.	6	4	1	-	-	1	-	-	2	-	-	-	-	-	-	-
English & Sp.	18	16	-	1	-	-	-	-	1	-	1	-	-	-	-	1
Foreign Languages	14	13	-	1	-	-	-	-	1	-	-	-	-	-	-	-
Fine Arts	7	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Science	12	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Science	7	6	-	-	-	-	-	-	-	1	-	-	-	-	-	1
Mathmematics	8	7	-	1	-	-	-	-	1	-	-	-	-	-	-	-
Education & Psy.	48	24	8	10	-	-	-	2	20	1	1	-	-	-	2	4
Phy. Health & Rec.	9	7	1	1	-	-	-	-	2	-	-	-	-	-	-	-
Total	129	96	10	14	-	1	-	2	27	2	2	-	-	-	2	6

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/5.1.78

Table C-1 Permanent Full-Time Faculty by Academic Affiliation, Tenure Status and Rank, Mt. Vernon Campus, UDC, Spring 77-78

SCHOOLS	Total #	Tenured #	Tenure Eligibles: Faculty Rank Prof.	Asso. Prof.	Asst. Prof.	Instr.	Asst. Instr.	Unk.	Total #	Non - Eligibles: Faculty Rank Prof.	Asso. Prof.	Asst. Prof.	Instr.	Asst. Instr.	Unk.	Total #
Bus. & Comp. Sc.	52	4	13	15	13	1	-	1	43	-	1	3	1	--	-	5
Lib. & Fine Arts	130	5	19	29	42	12	-	1	103	3	1	11	3	2	-	20
Natural & App. Sc.	103	4	16	36	17	7	2	-	78	1	3	5	8	-	-	17
Education	56	-	19	19	16	-	-	-	54	1	-	1	-	-	-	2
Continuing Ed.	3	-	-	1	1	-	-	-	2	-	-	--	1	-	-	1
Graduate	1	-	1	-	-	-	-	-	1	-	-	-	-	-	-	-
Other[a]	7	-	-	-	-	-	-	-	-	-	3	3	1	-	-	7
Total	352	13	68	100	89	20	2	2	281	5	8	23	14	2	6	58

[a]Faculty paid from grant funds based on D.C. Payroll codes and could not be associated with any of the Academic disciplines.

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

Table C-2 Permanent Full-Time Faculty by Academic Affiliation, Tenure Status and Rank, Van Ness Campus, UDC, Spring 77-78

DIVISIONS	Total #	Tenured #	Tenure Eligibles: Faculty Rank Prof.	Asso. Prof.	Asst. Prof.	Instr.	Asst. Instr.	Total #	Non - Eligibles: Faculty Rank Prof.	Asso. Prof.	Asst. Prof.	Instr.	Asst. Instr.	Unk.	Total #
Engr'g. & App. Sc.	59	42	2	3	5	2	-	12	-	2	2	-	-	1	5
Computer Science	7	3	1	2	-	-	-	3	-	-	-	-	-	1	1
Allied Health Sc.	36	18	6	5	4	-	-	15	-	-	-	3	-	-	3
Nat. Resources	9	5	1	1	-	-	-	2	-	-	-	-	-	2	2
Business & P. Adm.	27	15	2	2	4	4	-	12	-	-	-	-	-	-	-
Humanities	25	15	2	3	-	-	-	5	-	-	2	2	-	1	5
Inst. Resources	10	2	-	1	-	1	-	2	-	-	-	-	-	6	6
Coop. Education	7	-	1	-	-	-	-	1	-	-	-	-	-	6	6
Total	180	100	15	17	13	7	-	52	-	2	4	5	-	17	28

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/5.2.78

Table C-3 Permanent Full-Time Faculty by Academic Affiliation, Tenure Status and Faculty Rank, Georgia/Harvard Campus, UDC, Spring 77-78

DIVISIONS	Total #	Tenured #	Tenure Eligible Faculty Rank					Total #	Non - Eligibles Faculty Rank					Total #
			Prof.	Asso. Prof.	Asst. Prof.	Instr.	Asst. Instr.		Prof.	Asso. Prof.	Asst. Prof.	Instr.	Asst. Instr.	
Bus. Economics	6	4	-	1	-	1	-	2	-	-	-	-	-	-
English & Speech	18	16	-	-	-	1	-	1	-	-	1	-	-	1
Foreign Languages	14	13	-	-	1	-	-	1	-	-	-	-	-	-
Fine Arts	7	7	-	-	-	-	-	-	-	-	-	-	-	-
Social Science	12	12	-	-	-	-	-	-	-	-	-	-	-	-
Science	7	6	-	-	-	-	-	-	-	-	1	-	-	1
Mathematics	8	7	-	-	-	1	-	1	-	-	-	-	-	-
Education & Psy.	48	24	2	8	6	4	-	20	1	-	1	2	-	4
Physical H. & Rec.	9	7	1	-	-	1	-	2	-	-	-	-	-	-
Total	129	96	3	9	7	8	-	27	1	-	3	2	-	6

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/5.2.78

Table D-1 Permanent Faculty by Tenure Eligibility, Annual Compensation and Academic Affiliation
Mt. Vernon Campus, UDC, Spring 77-78
($ in 000's)

Schools	Annual Compensation $32 34	35 37	Total #	Tenure Eligibles: Annual Compensation < $17	17-19	20-22	23-25	26-28	29-31	32-34	35-37	38+	Total #	Non-Eligibles: Annual Compensation < $17	17-19	20-22	23-25	26-28	29-31	32-34	35-37	Total #
Bus. & Comp. Science	-	4	4	-	1	9	11	8	1	5	8	-	43	4	-	-	-	1	-	-	-	5
Liberal & Fine Arts	-	5	5	-	16	19	31	17	3	6	10	1	103	5	2	7	3	1	1	-	1	20
Nat. & App. Science	1	3	4	4	5	10	20	23	4	2	10	-	78	2	7	5	1	1	1	-	-	17
Education	-	-	-	-	-	5	16	15	2	9	7	-	54	-	-	1	-	-	1	-	-	2
Continuing Ed.	-	-	-	-	-	-	1	1	-	-	-	-	2	1	-	-	-	-	-	-	-	1
Graduate	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-
Other[a]	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	3	2	1	-	-	-	7
Total	1	12	13	4	22	43	79	64	10	23	35	1	281	13	9	16	6	4	3	-	1	52

[a]Faculty paid from grant funds based on D.C. Payroll codes and could not be associated with any of the academic disciplines.

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/4.27.78

Table D-2 Permanent Faculty by Academic Affiliation, Tenure Eligibility & Annual Compensation, Van Ness Campus, UDC, Spring 77-78
($ in 000's)

Divisions	Tenured Annual Compensation: < $17-19	20-22	23-25	26-28	29-31	32-34	35-37	38+	Total #	Tenured Eligibles Annual Compensation: <$17-19	20-22	23-25	26-28	29-31	32-34	35-37	38+	Total #	Non-Eligibles Annual Compensation: <$17	17-19	20-22	23-25	Total* #
Eng. & App. Science	4	14	3	16	-	4	-	1	42	3	4	2	1	-	2	-	-	12	1	1	1	1	4
Comp. Science	1	2	-	-	-	-	-	-	3	-	2	-	-	-	-	1	-	3	-	-	-	-	-
Allied Health Science	4	5	2	3	3	-	-	1	18	4	5	2	4	-	-	-	-	15	-	3	-	-	3
Natural Resources	-	1	-	1	-	-	2	1	5	-	-	-	-	1	1	-	-	2	-	-	-	-	-
Business & Pub. Adm.	-	4	1	5	-	5	-	-	15	4	3	2	1	-	2	-	-	12	-	-	-	-	-
Humanities	-	6	2	5	-	1	1	-	15	-	-	-	3	2	-	-	-	5	2	2	-	-	4
Inst. Res.	--	1	-	1	-	-	-	-	2	1	-	-	1	-	-	-	-	2	-	-	-	-	-
Coop. Education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-	-
Total	9	33	8	31	3	10	3	3	100	12	14	6	10	3	6	1	-	52	3	6	1	1	11

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

*Excludes 17 faculty whose benefits were not reported.

Table D-3 Permanent Faculty by Academic Affiliation, Tenure Eligibility and Annual Compensation
Georgia/Harvard Campus, UDC, Spring 77 - 78
($'s in 000's)

DIVISIONS	Tenured — Annual Compensation										Tenured Eligibles — Annual Compensation									Non - Eligibles — Annual Compensation				
	< $17	17-19	20-22	23-25	26-28	29-31	32-34	35-37	38+	Total #	<$17	17-19	20-22	23-25	26-28	29-31	32-34	35-37	Total #	<$17	17-19	20-22	29-31	Total #
Bus. Econ.	-	1	1	2	-	-	-	-	-	4	-	1	-	-	1	-	-	-	2	-	-	-	-	-
Eng. & Speech	-	1	3	5	2	2	2	1	-	16	-	1	-	-	-	-	-	-	1	-	1	-	-	1
F. Language	-	-	4	3	-	1	3	2	-	13	-	-	1	-	-	-	-	-	1	-	-	-	-	-
Fine Arts	-	-	2	2	2	-	1	-	-	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Science	-	-	2	4	-	1	2	3	-	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Science	-	1	-	3	1	-	-	1	-	6	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Mathematics	-	1	2	1	1	-	-	2	-	7	-	1	-	-	-	-	-	-	1	-	-	-	-	-
Educ. & Psy.	-	1	-	14	4	1	3	1	-	24	-	4	2	7	5	1	1	-	20	2	1	-	1	4
Phy. Health & Rec.	-	1	2	2	-	1	-	1	-	7	1	-	-	-	-	-	-	1	2	-	-	-	-	-
Total	-	6	16	36	10	6	11	11	-	96	1	7	3	7	6	1	1	1	27	2	2	-	2	6

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

Table E-1

Full-Time Permanent Faculty by Tenure Status, Academic Affiliation and Years to Retirement, Mt. Vernon Campus, Spring 77-78

Schools	Total #	Tenured Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Tenure Eligibles Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Non - Eligibles Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Time to Eligibility (Years) 1	2	3	Unknown
Bus & Comp. Sc.	52	4	-	-	-	-	-	-	3	1	43	3	1	-	-	-	2	-	37	5							1	4	-	5	-	-
Liberal & Fine Arts	130	5	-	1	-	-	-	-	1	3	103	3	-	-	-	1	-	5	94	22							-	22	5	9	8	-
Nat. & App. Sc.	103	4	-	-	1	-	-	-	1	2	78	2	-	-	-	-	-	4	72	21							2	19	5	9	7	-
Education	56	-									54	1	1	-	-	-	-	4	48	2							-	2	-	2	-	-
Continuing Ed.	3	-									2	-	-	-	-	-	-	-	2	1							-	1	-	-	-	1
Graduate	1	-									1	-	-	-	-	-	-	-	1	-							-	-	-	-	-	-
Other[a]	7	-									-									7							1	6	-	-	-	7
Total	352	13	-	1	1	-	-	-	5	6	281	9	2	-	-	1	2	13	254	59	-	-	-	-	-	-	4	54	10	25	15	8

[a] Faculty paid from grant funds based on D.C. Payroll codes and could not be associated with any of the Academic disciplines.

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/4.21.78

Table E-2

Full-Time Permanent Faculty by Academic Affiliation, Tenure-Status and Years to Retirement, Georgia/Harvard Campus, Spring, 77-78

DIVISIONS	Total #	Tenured Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Tenure Eligibles Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Non - Eligibles Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Non - Eligibles Time to Eligibility (Years) 1	2	3	Unknown
Bus. & Econ.	6	4	1	-	-	-	-	-	-	3	2							-	2	-								-	-	-	-
Eng. & Speech	18	16	-	1	-	1	1	2	2	9	1							-	1	1								1	-	-	1	-
Foreign Lang.	14	13	2	-	-	-	-	1	1	7	1							-	1	-								-	-			
Fine Arts	7	7	-	-	-	1	-	-	2	4	-							-	-	-								-	-			
Soc. Science	12	12	-	-	2	-	-	-	1	9	-							-	-	-								-	-			
Science	7	6	1	-	-	-	-	-	2	3	-							-	-	1/								1	-	-	1	-
Math	8	7	2	1	-	-	-	-	1	3	1							-	1	-								-	-			
Educ. & Psy.	48	24	3	-	1	-	-	-	8	12	20							4	16	4								4	-	3	1	-
Phy. H. & Rec.	9	7	-	1	1	-	-	-	-	5	2							1	1	-								-				
Total	129	96	9	3	4	2	1	3	19	55	27	-	-	-	-	-	-	5	22	6	-	-	-	-	-	-	-	6	-	3	3	1

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

OIR/4.21.78

Table E-3

Full-Time Permanent Faculty by Tenure Status, Academic Affiliation, and Years to Retirement, Van Ness Campus, Spring 77-78

DIVISIONS	Total #	Tenured: Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Tenure Eligibles: Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Non-Eligibles[a]: Time to Retire (Years) #	0	1	2	3	4	5	6-10	> 10	Non-Eligibles[a]: Time to Eligibility (Years) 1	2	3	Unknown
Eng'g. & App. Sc.	59	42	3	-	1	2	-	-	-	36	12	-	-	-	-	-	-	1	11	5	1					1	2	1	1	3	-	1
Comp. Sc.	7	3	-	-	-	-	-	-	-	3	3	-	1	-	-	-	-	1	1	1								1	-	-	-	1
Allied H.S.	36	18	1	-	-	-	-	-	4	13	15	-	-	-	-	-	-	1	14	3						1	1	1	1	2	-	-
Nat. Rs.	9	5	-	-	-	-	-	-	2	3	2	-	-	-	-	-	-	-	2	2								2	-	-	-	2
Bus. & P. Adm.	27	15	1	-	1	-	-	1	1	11	12	-	1	-	-	-	1	-	10	-								-	-	-	-	-
Humanities	25	15	-	-	-	1	-	-	3	11	5	-	-	-	-	-	1	-	4	5							1	4	2	2	-	1
Inst. Res.	10	2	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	-	2	6								6	-	-	-	6
Coop. Ed.	7	-									1								1	6								6	-	-	-	6
Total	180	100	5	-	2	3	-	1	10	79	52	-	2	-	-	-	2	3	45	28	1	-	-	-	-	2	4	21	4	7	-	17

Source: D.C. Payroll File and UDC Personnel File, Spring Semester 1978 (as of February 14, 1978).

a) Includes 17 faculty members whose dates of entry were not reported.

OIR/4.21.78

Definition of Terms

- Annual Salary - Obtained from the "Faculty Salary Schedule For University of the District of Columbia as approved by the Board of Trustees on November 2, 1977 but retroactive on October 1, 1977.

- Compensation - represents the sum of salary plus fringe benefits paid by the DC government annually.

- Faculty rank - titles including star professors to assistant instructors but not lecturers and adjunct instructors in grant-funded positions and summer school.

- Full-time faculty-those who actually taught a full-load of 15 credit hours at the undergraduate level and 12 credit hours at the graduate level during a regular semester term.

- Fringe benefits - include FICA, TIAA/CREF, and life insurance paid by the D.C. government but not health insurance.

- Non-eligibles for tenure-faculty not satisfying the 3-year probationary period stipulated in earlier tenure policies of predecessor institutions and have served full-time with a permanent status.

- Permanent faculty - those paid from appropriated funds who were not hired as temporary replacements for faculty on sabbatical leave, study leave and other types of leave.

- School or division - refers to the academic program offered by each campus during AY 1977-78 which was prior to the UDC consolidation to start by Fall 1978-79 (see list of departments for each campus or Table 1-3).

- Tenure eligibles - faculty with 3 consecutive years of full-time service at predecessor institutions as of Fall 1978.

- Terminal degree - completion of the doctorate degree.

- Years of service - number of years with the institution based on official date of entry as of Fall 1978.

- Years to retire - number of years remaining (as of Fall 1978) before retirement as based on year of birth.

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